

SECRET

24 January 1967

MEMORANDUM FOR: Special Planning Assistant to the
Deputy Director for Support

SUBJECT : Report on Alcoholism

25X1 1. Attached is the report on alcoholism which was prepared in September 1965, for the Committee on Alcoholism which was headed by [] Office of Medical Services.

2. It is believed that it will serve your purposes at this time.

3. A further study is continuing in order to update the report, and a copy will be forwarded to you upon completion of the study.

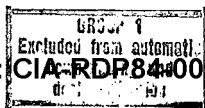
25X1



Deputy Director of Security
for Personnel Security

1 Att

SECRET



STAT

Approved For Release 2003/04/29 : CIA-RDP84-00780R002800110012-9

Next 11 Page(s) In Document Exempt

Approved For Release 2003/04/29 : CIA-RDP84-00780R002800110012-9

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Committee on Alcoholism

FROM: Deputy Director of Security for
Personnel Security
Room 4-E-58

EXTENSION

NO.

DATE

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Special Planning Asst. to
the DD/Support
Room 7-D-10

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In reference to my memorandum
of 24 January 1967, attached is
the report of five (5) additional
cases which updates our
23 September 1965 report on
alcoholism. STAT

DDS/(PS)

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Next 1 Page(s) In Document Exempt

Approved For Release 2003/04/29 : CIA-RDP84-00780R002800110012-9

SECRET

12 JAN 1967

25X1

MEMORANDUM FOR: [REDACTED]

SUBJECT : (a) Agency Procedures--Invasion of Privacy
(b) Misuse of Alcohol

1. Regarding the two subjects of this memorandum I ask that you take the following action:

- a. Please pull up our study on the various forms and procedures used by the Agency which may be the subject of inquiry by the Congressional committees interested in the topic "Invasion of Privacy." Please give me a quick review of what is involved so that I will be more familiar with the contents.
- b. In the DD/S Staff Meeting on 10 January Dr. Tietjen mentioned his concern over what he considered to be the increasing rate of the misuse of alcohol within the Agency which appears to be closely tied in with overseas assignments. The policy paper that we previously drew up on this subject is still pending with Colonel White and I would like again to raise this issue with him. [REDACTED] mentioned that the Office of Security had statistics on the number of cases and incidents they had to handle which they directly attributed to excessive use of alcohol. Please pull together the statistics and examples [REDACTED] and some additional information from Tietjen so I can again raise this issue with Colonel White for further consideration.

25X1

[REDACTED]

A. L. Dammertman

SECRET

GROUP 1
Excluded from automatic
downgrading and
declassification

CONFIDENTIAL

DD/S 65-2093

21 APR 1966

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Program for the Management of Problem Drinking

1. This memorandum contains in paragraph 5 recommendations for your approval.
2. The purpose of this memorandum is to summarize the attached paper prepared by the Director of Medical Services (Tab A) and to bring more sharply into focus the recommended course of action.
3. This Agency's problem with alcoholism is quantitatively not great if the statistics available for the public, private organizations, and Government are even nearly accurate. Nevertheless, in a sensitive organization such as CIA, the problem is qualitatively far greater; and our experience has indicated that we should have a corrective program in being.
4. Fundamental to any program dealing with alcoholism is early recognition and counseling. This requires the attention and concern of supervisors at all levels. Professional assistance can only be brought to bear when the case has been identified.
5. It is recommended that:
 - a. The attached memorandum (Tab B) be sent to Deputy Directors and Heads of independent offices reaffirming the policy of supervisory responsibility for employee behavior, especially in regard to problem cases including those of problem drinking.
 - b. The Deputy Director for Support organize a committee representing all of the Support Offices concerned to:
 - (1) Establish continuing education to supervisors on awareness, early recognition, and methods of handling problem cases, with special attention to problem drinking.
 - (2) Continue study of the total problem of drinking in the Agency.

CONFIDENTIALContinuing and
declassification

SUBJECT: Program for the Management of Problem Drinking

(3) Promote professional assistance to supervisors and employees through consultative and direct service in the management, correction and avoidance of problem drinking.

SIGNED R. L. Bannerman

**R. L. Bannerman
Deputy Director
for Support**

2 Atts:

**Att A: Memo dtd 7 Apr 66 to DD/S
fr D/MS, same subj.**

**Att B: Proposed memo to DD/I, DD/P,
DD/S&T, DD/S, D/NIPE, GC,
IG fr DCI, subj: "Employee
Conduct"**

The recommendations contained in paragraph 5 are approved.

Executive Director-Comptroller

Date

Distribution:

Orig - DD/S

1 - ER w/cc atts A+B

1 - DD/S Chrono

1 - DD/S Subject (w/held)

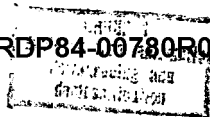
1 - D/MS w/cc ATT B

DD/S:RLB:jvw (21 Apr 66)

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy for National Intelligence Programs Evaluation
General Counsel
Inspector General

SUBJECT : Employee Conduct

1. Since assuming my present position a year ago, I have been increasingly impressed with the personnel of the Central Intelligence Agency--their competence, their dedication, and their sense of responsibility.
2. The high standards of performance and personal conduct evident among our people reflect credit on the Agency and on the quality and effectiveness of leadership throughout the organization. Maintaining exacting standards of conduct is not an easy task. It is an imperative one, nevertheless, and each of us must do his utmost to achieve this goal.
3. CIA has a relatively low rate of intemperance and other employee conduct problems on and off duty. And among those problems which have occurred, very few have failed to respond to corrective action. In an organization as sensitive as ours, however, even a very few such cases can be cause for deep concern. For that reason, we must continually reappraise our employee conduct program and reinforce our efforts to improve it.
4. Essential to the success of our employee conduct program are supervisors at all levels who accept the responsibility to concern themselves with the problems of their subordinates, who are sensitive to early signs of trouble, and who know how to deal with problems when they arise. Supporting them must be a corps of competent specialists who can provide continuing professional advice and guidance to supervisors and employees and, as necessary, provide more specific assistance in the handling of individual problem cases. The Offices of Personnel, Security, and Medical Services have long had facilities for this purpose. Recently, the Office of Medical Services has established a professional counseling service to provide additional assistance in areas for which it has special competence. Individuals with personal or supervisory problems who can be aided through these professional facilities should be encouraged to use them.



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5. The primary emphasis in our employee conduct program must remain, however, on the responsibility of every supervisor to concern himself with the problems of his subordinates, and the importance of early recognition and correction of conduct problems at the lowest supervisory level where this can properly be done.

6. Please convey the essence of this memorandum in such manner as you consider appropriate to all employees under your supervision.

W. P. Raborn
Director

Distribution:

Orig - DD/I

1 - Each other adse (6)

1 - ER

✓ - DD/S (w/held)

1 - D/MS (xerox)

D/MS: 7 Apr 66

Rewritten:AEO-DD/S:WFV:ews (15 Apr 66)

Rewritten:DD/S:RLB:jvw (21 Apr 66)

Approved For Release 2003/04/29 : CIA-RDP84-00780R002800110012-9

CONFIDENTIAL

~~CONFIDENTIAL~~

DD/S-66-2167

21 April 1966

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Program for the Management of Problem Drinking

REFERENCE : Your proposed memorandum for Executive Director-
Comptroller, subject as above

As indicated in our telephone conversation, the reference memorandum has been reviewed. It is recommended that the following modifications be made.

a. Paragraph 5b(3):

Change the word Provide to Promote; paragraph would then read as follows:

"(3) Promote professional assistance to supervisors and employees through consultative and direct service in the management, correction and avoidance of problem drinking."

b. Paragraph 4 of Attachment B to reference memorandum:

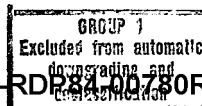
Change the second, third and fourth sentences in this paragraph to read as follows:

"... Supporting them must be a corps of competent specialists who can provide continuing professional advice and guidance to supervisors and employees and, as necessary, provide more specific assistance in the handling of individual problem cases. The Offices of Personnel, Security and Medical Services have long had facilities for this purpose. Recently, the Office of Medical Services has established a professional counseling service to provide additional assistance in areas for which it has special competence"

25X1

JOHN R. FLETCHER, M.D.
Director of Medical Services

~~CONFIDENTIAL~~



~~CONFIDENTIAL~~

SUBJECT: Program for the Management of Problem Drinking

PROMOTE
(3) Provide professional assistance to supervisors and employees through consultative and direct service in the management, correction and avoidance of problem drinking.

R. L. Bannerman
Deputy Director
for Support

2 Atts:

Att A: Memo dtd 7 April 66 to DDS
fr D/MS, same subj.

Att B: Proposed memo to DDI, DDP,
DDS&T, DDS, D/NIPE, GC,
IG fr DCI, subj: "Employee
Conduct"

The recommendations contained in paragraph 5 are approved.

Executive Director-Comptroller

Date

Distribution:

Orig - DD/S

1 - ER

1 - DD/S Chrono

1 - DD/S Subject (w/held)

1 - D/MS

ADDS:AMW:ews (18 April 66)

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy for National Intelligence Programs Evaluation
General Counsel
Inspector General

SUBJECT : Employee Conduct

1. Since assuming my present position a year ago, I have been increasingly impressed with the personnel of the Central Intelligence Agency--their competence, their dedication, and their sense of responsibility.

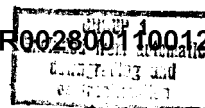
2. The high standards of performance and personal conduct evident among our people reflect credit on the Agency and on the quality and effectiveness of leadership throughout the organization. Maintaining exacting standards of conduct is not an easy task. It is an imperative one, nevertheless, and each of us must do his utmost to achieve this goal.

3. CIA has a relatively low rate of intemperance and other employee conduct problems on and off duty. And among those problems which have occurred, very few have failed to respond to corrective action. In an organization as sensitive as ours, however, even a very few such cases can be cause for deep concern. For that reason, we must continually reappraise our employee conduct program and reinforce our efforts to improve it.

ILLEGIB

5. The primary emphasis in our employee conduct program must remain, however, on the responsibility of every supervisor to concern himself with the problems of his subordinates, and the importance of early recognition and correction of conduct problems at the lowest supervisory level where this can properly be done.

~~CONFIDENTIAL~~



~~CONFIDENTIAL~~

6. Please convey the essence of this memorandum in such manner as you consider appropriate to all employees under your supervision.

W. F. Raborn
Director

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

DRAFT

Tab A

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy for National Intelligence Programs Evaluation
General Counsel
Inspector General

SUBJECT : Conduct

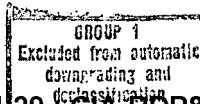
1. Since assuming the duties and responsibilities of my position, I have become increasingly impressed with the personnel of the Central Intelligence Agency--their competence, their dedication, and their sense of responsibility. I can understand and share the pride of my predecessors in being associated with such an outstanding group of people.

2. I have come to expect a uniformly peerless performance of duty and impeccable personal conduct from Agency personnel. A few recent cases wherein personal conduct has been questionable have given me some cause for concern.

3. It is my intent to deal summarily with any employee whose conduct on or off duty tends to compromise the splendid reputation of the personnel of this Agency. Existing Agency regulatory issuances are clear and adequate on matters of intemperance and other breaches of conduct. These regulatory issuances shall be observed.

4. It is my desire that the responsibilities of all Agency supervisors in these matters be understood and emphasized. The facilities of the Offices

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SUBJECT: Conduct

of Personnel, Security, and Medical Services are available to assist in the management of difficult cases. In particular, professional counseling services have been established in the Office of Medical Services to assist both the employee and the supervisor.

5. The essence of this memorandum will be conveyed in such manner as you consider appropriate to all employees under your supervision.

W. F. RABORN
Director

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Program for the Management of Problem Drinking

FROM:	EXTENSION	NO.
Director of Medical Services 1D-4065 Headquarters		
	DATE	25X1
	7 April 1966	

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		

1. Deputy Director for Support
7D-26 Headquarters

2.

3.

4. Executive Director-Comptroller
7D-59 Headquarters

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6.

7. Director of Medical Services
1D-4065 Headquarters

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Approved For Release 2003/04/29 : CIA-RDP84-00780R002800110012-9

Approved For Release 2003/04/29 : CIA-RDP84-00780R002800110012-9

STAT

Mr. Wessfield,

I believe this
redraft is responsive
to your comment on
the original but
neither nor

I feel sure about
having satisfied Mr.
Bannerman's approach.

May we try this
on for reactions?
V.S.

STAT

TRANSMITTAL SLIP

DATE

15 April

TO:

ROOM

REMARKS:

Here's a re-do of
Tietjen's memo with a
bit more juice in the
last part plus a drop
of the DCI's letter.

WV

FROM:

ROOM NO.

BUILDING

EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

☆ GPO: 1957-O-439445

(47)

~~CONFIDENTIAL~~

(Re-write by W.F.V.)

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Program for the Management of Problem Drinking

1. This memorandum contains in paragraph 5 recommendations for the concurrence of the Deputy Director for Support and the approval of the Executive Director-Comptroller.

2. Background

a. Over the past several years, there has been an increase in the number of Agency problem cases involving alcohol. Such evidence stems from medical experiences with the more difficult examination categories such as Fitness-for-Duty, Retirement, Return-to-Duty, and Return-from-Overseas, and from advisory participation in certain personnel problems. This increase in incidence and the prevailing complexity of such cases prompted the appointment of a committee within the Office of Medical Services to study such matters. The committee held its first meeting in June 1965 and its studies continue to date.

b. The focus of the committee has been limited to the subject of problem drinking, i.e. chronic alcoholism, although it is recognized that other problems may exist in regard to the use of alcohol in a security organization. The activities and pursuits of the committee may be categorized as follows:

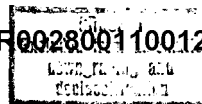
(1) to establish the magnitude or extent of problem drinking in the Agency;

(2) to consider and attempt to define the nature of problem drinking;

(3) to study methods and practices of other organizations in attempting to deal with the problem drinker;

(4) to formulate recommendations, if any, that might pertain to the Agency as a result of committee activities.

c. The committee consists of a psychiatrist, a psychologist, a clinical physician, an industrial physician, and an administrator. The work of the committee has been deliberate and extensive and is considered reliable.

~~CONFIDENTIAL~~

CONFIDENTIAL

SUBJECT: Program for the Management of Problem Drinking

3. Findings

a. The Incidence of Problem Drinking in the Agency

Information as to the incidence of problem drinking in the Agency is fragmented and incomplete. As yet, there is no central system that stores and tabulates such information. In addition, there is a universal reluctance to document records and cases as problem drinking. However, after making due allowance for the incompleteness of available information, it would seem that the incidence of problem drinking in the Agency is low compared with any known standards.

b. The Nature of Problem Drinking

A great deal has been written on the subject of problem drinking and quite a bit is known. There is also a great deal that is unknown and there are many gaps in attempting to formulate a comprehensive concept and picture. Concepts in regard to problem drinking are yet evolving and mechanisms of case management, in attempting to follow these changing patterns of evolution, have yet to establish stable and available resources in our social structure.

Despite the uncertainties in regard to problem drinking, it is generally agreed that three factors comprise the essence of the behavioral problem. These three factors are:

- (1) the progressive compulsion of the problem drinker to drink;
- (2) the use of denial by the problem drinker that a problem exists;
- (3) the social acceptance, or tolerance, or cover up by society and associates.

c. Programs and Procedures in Other Organizations

Along with evolving attitudes and concepts in regard to problem drinking, there is developing an awareness of the importance of the problem to organizations in days lost, in associated sickness, in poor decision making, and in disorder. Industry has taken the lead in this regard and there are at least eighty programs on-going at the present time. The average program takes about two years to get going. Each enjoys varying degrees of success in accordance with investment and interest.

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SUBJECT: Program for the Management of Problem Drinking

The Federal Government is very much interested in the problem but there is only one on-going official program at present. There are a few sporadic activities run on a hip pocket basis.

In general, organizational programs embody the following principles:

- (1) economic coercion is one of the few effective stimuli that motivate a problem drinker to change his behavior;
- (2) the problem drinker, once motivated to change, needs help--medical, sociological, A. A., religious, etc.--which the organization is willing to provide, support or encourage according to its formula of interest;
- (3) efforts at rehabilitation are economically sound.

4. Conclusions

a. Although the incidence of problem drinking in the Agency appears to be comparatively low, it seems desirable that a program to deal with it be established in the Agency. Those cases that have occurred have been time consuming, often painful, and contrary to the fundamental interests of the Agency. There is no reason to think that the number of cases will be less in the future. It would seem reasonable that the Agency could anticipate a continuing new crop of cases especially since alcohol plays such a fundamental role in social rapport, communications, and tradecraft. There might be some reason to think that the frequency and complexity of such cases may increase since it takes some time for problem drinking to develop.

b. Any program designed for the Agency should not only be helpful in the management of cases once they appear but should attempt to decrease the incidence of cases through early recognition and preventative measures. Such a program should:

- (1) stress the responsibility of supervisors at all levels for concerning themselves with employee problems and for detecting early signs of trouble including those associated with problem drinking;
- (2) provide consultative services and professional assistance at the Agency level to help supervisors in dealing with individual cases;
- (3) encourage supervisors to seek professional assistance if needed in determining how to approach a given problem;

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~~CONFIDENTIAL~~
SUBJECT: Program for the Management of Problem Drinking

(4) emphasize the importance of early recognition and correction of problems at the lowest supervisory level capable of dealing with them properly;

(5) provide professional services at the Agency level to augment supervisors' efforts where necessary or, if warranted, take over responsibility from them in handling special cases;

(6) include a continuing educational effort to improve the ability of supervisors to recognize incipient problem cases and to increase their knowledge of how to deal with them.

5. Recommendations

It is recommended that:

a. the attached memorandum (Tab A) be sent to Deputy Directors and Heads of independent offices reaffirming the policy of supervisory responsibility for employee behavior, especially in regard to problem cases including those of problem drinking;

b. the Director of Medical Services and the Director of Training be instructed to design and establish continuing educational efforts to assist supervisors in awareness, early recognition, and methods of handling problem cases including problem drinking;

c. the Director of Medical Services, the Director of Personnel, and the Director of Security be encouraged to provide professional assistance to supervisors and employees through consultative and direct services in the management of problem cases including those special consultative and direct services required in the management of problem drinking.

JOHN R. TIETJEN, M. D.
Director of Medical Services

Att

CONCUR:

R. L. Bannerman
Deputy Director
for Support

Date

The recommendations contained in paragraph 5 are approved.

Executive Director-Comptroller

Date

~~CONFIDENTIAL~~

Approved For Release 2003/04/29 : CIA-RDP84-00780R002800110012-9

SUBJECT: Program for the Management of Problem Drinking

OMS/JR Tietjen:mam

Distribution:

Orig & 1 - D/MS

2 - DD/S

2 - Ex. Dir. - Compt.

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy for National Intelligence Programs Evaluation
General Counsel
Inspector General

SUBJECT : Employee Conduct

1. Since assuming my present position a year ago, I have been increasingly impressed with the personnel of the Central Intelligence Agency--their competence, their dedication, and their sense of responsibility. ~~I can understand and share the pride of my predecessors in being associated with so outstanding a group of people.~~

2. The high standards of performance and personal conduct evident among our people reflect ~~great~~ credit on the Agency. ~~They reflect great credit, also, on the quality and effectiveness of your leadership and the leadership of your key subordinates throughout the organization. I recognize that maintaining our exacting standards of conduct is not always an easy task. It is an imperative one, nevertheless, and each of us must do his utmost to achieve this goal.~~

3. CIA has ~~been very fortunate in its low rate of intemperance and other employee conduct problems on and off duty. And among those problems which have occurred, very few have failed to respond to corrective action. In an organization as sensitive as ours, however, even a very few such cases can be cause for deep concern. For that reason, we must continually reappraise our employee conduct program and reinforce our efforts to improve it.~~

4. Essential to the success of our employee conduct program are enlightened supervisors at all levels who accept the responsibility to concern themselves with the problems of their subordinates, who are sensitive to early signs of trouble, and who know how to deal with problems when they arise. Supporting them must be a corps of competent specialists who can provide professional advice and guidance to supervisors and employees and, when necessary, take over the handling of specific problem cases. The Offices of Personnel and Security have long had facilities for this purpose. Now the Office of Medical Services has established a professional counselling service to assist with matters in which it has special competence. Individuals with personal or supervisory problems who can be aided through these professional facilities should be encouraged to use them.

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5. The primary emphasis in our employee conduct program must remain, however, on the responsibility of every supervisor to concern himself with the problems of his subordinates, and the importance of early recognition and correction of conduct problems at the lowest supervisory level where this can properly be done.

6. ~~I would appreciate your conveying~~ the essence of this memorandum in such manner as you consider appropriate to all employees under your supervision.

W. F. RABORN
Director

CONFIDENTIAL

11 April 1966

STAT

Mr. Warfield

Dr. Tietjen is away this week. This paper begs the question, as we have agreed, that something should be done and the emphasis should be on how we go about it. Please try a rewrite with this 7 April memo up to paragraph (4) as a backup.

I would approach along the following lines:

(1) DD's stress supervisory responsibility to concern themselves with employee problems and detect early signs of trouble, including alcoholism;

(2) Next supervisor would consult with Medics (Consultation Staff) and perhaps Security and Personnel on what next to do in a given problem.

(3) Emphasis on supervisor handling what he can in setting a corrective pattern, or Medics, Security or Personnel can take the principal control if the facts warrant.

(4) Care in a given case can range from casual supervisor interest to serious medical therapy.

2

The memo to the DD's should be softened,
particularly as we do not have a major problem.

RLB/g.

R. L. Bannerman

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

UNCLASSIFIED	CONFIDENTIAL	SECRET
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OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Executive Director-Comptroller 7E-12 Hqs.	9 May	LK 11/50
2		13 May	VT
3	DD/5		
4			
5			
6			

ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

Remarks:

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
Deputy Director for Support 7D-26 Hqs.	STAT

CONFIDENTIAL

DD/S 69-2171

Executive Registry

69-2451

9 MAY 1969

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Medical Consultative Services

I am due to report to you a proposal on medical consultative services which contains provisions for the handling of drinking problems. Dr. Tietjen needs at least one more week to complete his paper, and I would request an extension time to 19 May.

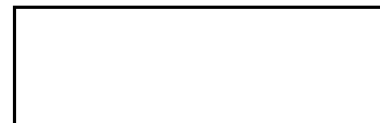
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K. L. Bannerman

Deputy Director
for Support

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